

## SECTION C – PERFORMANCE WORK STATEMENT

### **C.1 BACKGROUND**

The United States Border Patrol (USBP) is the mobile, uniformed law enforcement arm of the U.S. Customs and Border Protection (CBP) within the Department of Homeland Security (DHS) responsible for securing U.S. borders between ports of entry. The function of planning, managing and supporting the acquisition and operation of the capabilities, technologies and services to meet the requirements established by CBP was performed by the Program Management Office (PMO) within the Office of Acquisitions (OA). The USBP Program Management Office Directorate (PMOD) was formed in 2016 based on a re-alignment of responsibilities within the CBP. The PMOD assumed functions previously performed by OA and now supports the overall mission of CBP. The PMOD is currently organized into five portfolios; however, the priorities of USBP are dynamic, and the PMOD may pursue new acquisition projects or add new portfolios in order to meet additional requirements from CBP.

#### **C.1.1 PURPOSE**

The purpose of this TO is to acquire contractor services to support the overall CBP mission and specifically the PMOD system acquisition life cycle and engineering efforts. The anticipated outcome of these services is to help PMOD efficiently and effectively deliver the solutions required by the CBP.

#### **C.1.2 AGENCY MISSION**

The CBP is America's frontline, protecting the nation from threats to our safety and economy and preventing terrorists and terrorist weapons from entering the U.S. By protecting the nation's Ports of Entries (POEs), CBP secures the flow of people and goods into and out of the country while facilitating legitimate travel and trade. CBP's key mission elements are defined in Table 1. The USBP PMOD portfolios directly support these mission elements through the capability to predict, detect, track, identify, classify, and respond to activity.

**Table 1: CBP Mission Elements**

<b>Mission Element</b>	<b>Definition</b>
Predict	To anticipate illegal traffic actions prior to illegal activity.
Deter	To dissuade illegal cross-border activity into and out of the U.S. by creating and conveying a certainty of detection and apprehension.
Detect	To discover possible illegal traffic.
Track	To follow the progress/movements of possible illegal traffic.
Identify	To determine the detected entity (e.g., human, animal, conveyance, unknown).
Classify	To determine the level of threat or intent of the detected entity.
Respond	To employ the appropriate level of law enforcement resources to successfully address illegal traffic.
Resolve	To take final CBP action, whether criminally, administratively, or other, against apprehended illegal traffic.

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### **C.2 SCOPE**

The scope of the Acquisition Program Management and Technical Solutions (APMTS) TO is to provide system acquisition life cycle and engineering support services to the PMOD portfolios for the acquisition, deployment oversight, and sustainment of USBP border security capabilities, technologies, and systems from project initiation through close out. The major task areas of the APMTS TO are defined below:

- a. TASK 1 – Provide Task Order Program Management
- b. TASK 2 – Acquisition and Program Management Services
- c. TASK 3 – Technical and Engineering Services
- d. TASK 4 – Environmental Planning and Real Estate Services
- e. TASK 5 – Life Cycle Logistics Management Services
- f. TASK 6 – Metrics, Compliance, and Budget Services
- g. TASK 7 – Additional As-Needed Support Services (Optional)

Services under this TO shall be in accordance with the most current versions of the DHS Acquisition Management Directive 102-01 and Systems Engineering Life Cycle 102-01-103.

### **C.3 CURRENT ENVIRONMENT**

The PMOD is one of the five directorates under USBP and has the responsibility to plan, acquire, and manage the sustainment of the technology to keep the border safe and facilitate travel and trade. The PMOD receives requirements from CBP and executes the acquisition life cycle process in order to fulfill those requirements (See Section J, Attachment T - Acquisition Life Cycle Framework for a graphical representation). During the acquisition life cycle, the PMOD oversees cost, schedule, and performance of USBP projects and directs the program and project management activities.

The tools and processes that are currently in use within the PMOD are provided in Section J, Attachment U - PMOD Tools and Processes.

The estimated deliverables under APMTS are included in Section J, Attachment Y - APMTS Deliverable Estimate Matrix.

The PMOD is currently organized into five portfolios that manage programs in support of USBP (See Section J Attachment V - PMOD Program Descriptions and Section J, Attachment W - PMOD Org Chart). The priorities of USBP are dynamic, and the PMOD may pursue new acquisition projects or add new portfolios in order to meet additional requirements from CBP.

#### **Portfolio 1: Acquisition Technical and Administrative Specialties (ATAS) Portfolio**

The ATAS portfolio functions as the PMO of the PMOD and facilitates the acquisition activities across the portfolios. The ATAS portfolio centrally manages and establishes the priorities of a matrixed resource pool of integrated project team members assigned to the current and future portfolios. Tasking for day-to-day operations resides within the portfolios.

#### **Portfolio 2: Integrated Fixed Tower (IFT) Portfolio**

The IFT portfolio manages the acquisition and oversight of projects focused on the technology and services for communication towers that provide automated, persistent, wide-area surveillance for detecting, tracking, identifying, and classifying of illegal entries to increase situational awareness, certainty of arrest, and officer safety. The IFT portfolio also has projects

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that allow USBP agents to detect, identify, classify, and resolve illegal border crossings by utilizing integrated day and night cameras, radars, unattended ground sensors, and communications relays.

### **Portfolio 3: Remote Video Surveillance Systems (RVSS) Portfolio**

The RVSS portfolio manages the acquisition and oversight of projects focused on the technology and services for constructing new towers, upgrading legacy towers, and demonstrating new surveillance systems for varying geographic locations, including coastal environments. The RVSS is a remotely controlled network of day and night cameras mounted on a tower or to a permanent structure. The images are transmitted, monitored, and recorded at a central location. Each system is deployed to monitor large spans of the international border from an individual Command Center (C2). RVSS towers are equipped with sensor suites and communications equipment to provide automated, persistent wide-area surveillance for detecting, tracking, identifying, and classifying illegal entries in threat areas where mobile surveillance systems are not a viable or long-term solution.

### **Portfolio 4: Mobile and Agent-Centric Systems (MACS) Portfolio**

The MACS portfolio manages the acquisition and oversight of projects focused on deployed surveillance technology that supports the USBP mission elements of detecting, identifying, classifying, and tracking entities of interest crossing the borders. The MACS portfolio is comprised of the six acquisition programs: Agent Portable Surveillance System (APSS), Cross Border Tunnel Threat (CBTT), Linear Ground Detection System (LGDS), Mobile Surveillance Capability (MSC), Mobile Video Surveillance System (MVSS), and Small Unmanned Aircraft System (SUAS).

### **Portfolio 5: Field Surveillance Services (FSS) Portfolio**

The FSS portfolio manages the acquisition and oversight of projects focused on the technology and services for aerostat-borne and re-locatable tower technologies, detainee transportation, medical escort, facility guarding services to CBP, and compliance with the Commercial Spectrum Enhancement Act.

## **C.4 OBJECTIVE**

The objective of the APMTS TO is to provide expert system acquisition life cycle and engineering support services for the PMOD for the acquisition, deployment oversight, and sustainment of USBP border security capabilities, technologies, and systems.

Additional APMTS program objectives for the TO are to:

- a. Provide experienced and knowledgeable resources that can quickly transition into the PMOD team structure and provide the support that is expected from the APMTS TO.
- b. Promote efficiency by ensuring all functions of the PMOD work together to deliver a successful integrated solution through flexible, collaborative, and balanced staffing support between matrixed and portfolio-specific personnel.
- c. Deliver services that can accommodate dynamic USBP requirements and projects on schedule and on budget.
- d. Promote transparent and effective communications that accurately present status to USBP stakeholders.

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- e. Provide Executive Management Decision Makers with timely, complete, and accurate information to make informed decisions.

### **C.5 TASKS**

The tasks in Section C.5.2 through C.5.7 are performed within the CBP system acquisition and sustainment life cycle. For example, the tasks in Section C.5.3 Engineering Technical Management are focused on the cradle-to-grave system acquisition and sustainment life cycle – this does not include system development or integration.

#### **C.5.1 TASK 1 – PROVIDE TASK ORDER PROGRAM MANAGEMENT**

The contractor shall manage all activities under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this TO. The contractor shall identify a Program Manager (PM) by name who shall provide management, direction, administration, quality assurance, and leadership of the execution of this TO. The PM shall be responsible for creating a schedule that identifies where resources will be matrixed to within PMOD. The schedule shall be a living document that will change based on the needs of the projects/programs within the portfolio (e.g., some resources could be split across multiple portfolios at the same time). The PM shall work closely with the Government to ensure the schedule meets the needs of the portfolios.

##### **C.5.1.1 SUBTASK 1.1 – COORDINATE A PROJECT KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 02). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss questions that the contractor may have including technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, other relevant Government personnel, and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR).

At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (Section F, Deliverable 01) for review and approval by the FEDSIM COR and the USBP Technical Point of Contact (TPOC) prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Draft Project Management Plan (PMP) (Section F, Deliverable 07) and discussion including schedule, tasks, etc.
- c. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- d. Staffing Plan and status.
- e. Updated Transition-In Plan (Section F, Deliverable 11) and discussion.
- f. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- g. Invoicing requirements.

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- h. Transition discussion.
- i. Monthly cost reporting requirements.

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (Section F, Deliverable 03) documenting the Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.2 SUBTASK 1.2 – PREPARE A MONTHLY STATUS REPORT (MSR) AND CONVENE MONTHLY STATUS MEETING**

The contractor shall develop and provide an MSR (Section J, Attachment F) (Section F, Deliverable 04). The MSR shall include the following:

- a. Activities during reporting period, by task (include on-going activities, new activities, and completed activities, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status.
- d. Status of background investigations and security clearances.
- e. Government actions required.
- f. Schedule (show tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- g. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- h. Cost incurred by CLIN.
- i. Accumulated invoiced cost for each CLIN up to the previous month.
- j. Projected cost of each CLIN for the current month.
- k. Resource laden schedule of staff and what portfolios they are supporting.

The contractor shall conduct a Monthly Status Meeting (Section F, Deliverable 05) to brief the FEDSIM COR, USBP TPOC, Agency representatives, and other Government stakeholders on the status of the TO and activities. The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and the MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of this meeting in a Monthly Status Meeting Report, including attendance, issues discussed, decisions made, and action items assigned (Section F, Deliverable 06).

The Monthly Status Meeting shall include, at a minimum:

- a. The status of activities during the reported period, by task area.
- b. Project schedule.
- c. Financial status overview.
- d. Procurement status of tools/ODCs.

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- e. Status of action items, risks, and issues.
- f. Progress to date on all items identified in the list above for the MSR.
- g. Identify other activities for discussion.
- h. Establish priorities.
- i. Coordinate resolution of identified problems or opportunities.

### **C.5.1.3 SUBTASK 1.3 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (Section F, Deliverable 07) on which the Government will make comments. The final PMP (Section F, Deliverable 08) shall incorporate the Government's comments. The PMP is an evolutionary document that shall be updated annually at a minimum (Section F, Deliverable 09). The contractor shall work from the latest Government-approved version of the PMP.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and how resources will be matrixed to the portfolios.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO, to include methods for risk discovery and list of identified risks and mitigation strategies.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Describe in detail the contractor's approach to ensuring quality in meeting the requirements of the TO. The contractor shall describe its quality assurance methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The contractor shall describe how the processes integrate with the Government's requirements. The contractor shall perform its approach to quality control.

### **C.5.1.4 SUBTASK 1.4 – PREPARE TRIP REPORTS**

The contractor shall complete a Trip Report for each trip, unless the Government provides an exception when the request for travel is submitted (Section F, Deliverable 10). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment G.

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### **C.5.1.5 SUBTASK 1.5 – TRANSITION-IN**

The contractor shall provide a Draft Transition-In Plan in accordance with section L.6.3. The contractor shall provide an Updated Transition-In Plan (Section F, Deliverable 11) at the Kick-Off Meeting and a Final Transition-In Plan as required in Section F (Section F, Deliverable 12). The contractor shall ensure that there will be minimal service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan No Later Than (NLT) 10 calendar days after award, and all transition activities shall be completed 90 calendar days after approval of Final Transition-In Plan (Section F, Deliverable 12).

### **C.5.1.6 SUBTASK 1.6 – TRANSITION-OUT**

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 13). The Government will work with the contractor to finalize the Transition-Out Plan (Section F, Deliverable 14) in accordance with Section F. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (Section F, Deliverable 15).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

### **C.5.2 TASK 2 – ACQUISITION AND PROGRAM MANAGEMENT SERVICES**

The contractor shall provide system acquisition and program management services to facilitate the cradle-to-grave system acquisition process within the PMOD.

The contractor shall provide acquisition support services to the PMOD during the acquisition life cycle. Common activities include integration planning with other pre-award efforts and providing source selection tools and support. The contractor shall also provide services for the Planning, Programming, Budgeting, and Accountability (PPBA) process for resource allocation

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planning, congressional justifications, and acquisition planning. The contractor shall have knowledge of and follow DHS MD 102 and shall be able to successfully support the PMOD through complex system acquisitions. The knowledge of system acquisition procedures and processes through experience and certifications is necessary to perform these duties.

The contractor shall provide support to the PMOD PMs regarding contract issues involving scope, compliance, modifications, and alternative contract solutions. The contractor shall identify requirements, deliverables, and specifications that should be included in acquisitions. The contractor shall support the PMOD to develop and update documentation to support acquisition strategy, planning, and execution including:

- a. Life Cycle Cost Estimates (LCCEs)
- b. Market Research Plans and Analysis
- c. Integrated Logistic Support Plans (ILSP)
- d. Systems Engineering Plans (SEP)
- e. Test Evaluation Master Plans (TEMP)
- f. Acquisition Plans (AP)
- g. Program Management Plans (PMP)
- h. Contract Management Plans (CMP)
- i. Cost Estimating Baseline Document (CEBD)
- j. Acquisition Program Baseline (APB)
- k. Other artifacts required by DHS MD 102-02 and the Systems Engineering Life Cycle (SELC)

The contractor shall work closely with the CBP Office of Acquisition, Mission Readiness Operations Directorate (MROD), and Assistant Program Managers for Business (APMBs). The APMBs are assigned to the portfolios and provide input and support with Acquisition Management, Program Financial Management, Budget Development, Spend Plan Development, Office of Management and Budget (OMB) 300 Business Cases, Asset Capitalization, and Fund Execution and Accountability. An overview of the roles and responsibilities for the APMBs is found in Section J, Attachment X.

### **C.5.2.1 SUBTASK 2.1 – REQUIREMENTS ANALYSIS AND DEVELOPMENT SERVICES**

The contractor shall provide requirements analysis and development services to define the requirements for the systems and products required by users and other stakeholders. This includes documenting the user and stakeholder requirements for the desired services or systems and iteratively reviewing and refining the requirements as additional details are known. This also includes transforming the user requirements into technical requirements in the context of planned customer use, environments, and identified system characteristics. The contractor shall establish a requirements baseline for the project and further analyze the requirements to identify deficiencies and cost drivers. The contractor shall decompose higher-level functions identified through requirements analysis into lower-level functions and employ tools such as functional block diagrams, functional flow diagrams, time lines, and control/data flow diagrams to document the requirements.



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The contractor shall conduct trade studies to support functional allocation of requirements, evaluate alternative architectures and solution sets, support cost and performance trade-offs, and examine proposed system changes. Where critical resources (e.g., weight, power, memory, and throughput) must be allocated, trade studies may be required to determine the proper allocation.

The contractor shall conduct Analysis of Alternatives (AoA); Alternative Analysis (AA); and Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities (DOTMLPF) analysis to identify potential solutions to meet the need of CBP.

The outcome of the analysis should be documented in a Functional Requirements Document, Constraint Evaluation Analysis Report, Cost Benefits Reports, or Trade Studies Report.

The contractor shall prepare Requirements Analysis Reports, Functional Requirements Documents, Constraint Evaluation Analysis Reports, Cost Benefit Reports, AoA Reports, AA Reports, DOTMLPF Reports, and Trade Studies Reports and update as required in Section F (Section F, Deliverable 17).

### **C.5.2.2 SUBTASK 2.2 – MARKET RESEARCH SERVICES**

The contractor shall conduct market research of commercial and non-developmental items to determine what solutions are available to meet the PMOD needs. The contractor shall provide recommendations for acquisition strategies that incorporate the latest advances in technology and encourage commercial competition. The contractor input will be used in the drafting of acquisition documents including, product descriptions, Statements of Work (SOWs), Performance Work Statements (PWSs), Statements of Objectives (SOOs), and Market Research Reports (Section F, Deliverable 18).

The contractor shall prepare the Market Research Reports and update as required in Section F (Section F, Deliverable 18).

### **C.5.2.3 SUBTASK 2.3 – PMOD PORTFOLIO PROGRAM MANAGEMENT SERVICES**

The contractor shall provide program management services to support the operations of the PMOD. This includes the overall support to the PMOD to ensure that the significant technology deployments under the PMOD are achieving its program goals.

This support shall include (with Government oversight and approval):

- a. Managing and reporting on cost, schedule, quality, and performance goals.
- b. Coordinating and documenting project reviews to capture ongoing program and project data and information. This includes documenting issues and action items, publishing meeting minutes, and developing briefings to communicate project status.
- c. Managing and monitoring the action item database and risk management activities. This includes managing the action item list to resolution.
- d. Developing strategies for organizational development including providing advice on the allocation of tasks to organizational elements, definition of key processes, and strategies for workforce development.
- e. Facilitating the organization, management, and control of all program management-related documents and artifacts. This includes the implementation of document management control procedures to maintain existing program documentation and

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historical files. Documents include, Program Management Plans, Spend Plans, Integrated Master Plans (IMP), and Integrated Master Schedules (IMS).

- f. Creating and maintaining the IMS documents for the PMOD and portfolio programs utilizing the contractor's knowledge of the systems and processes in PMOD to create accurate WBSs and schedule documents based on the requirements for the program.
- g. Working with Integrated Product Teams (IPTs) and Working Groups to develop and maintain program and project plans and charters.
- h. Supporting the PMOD in the development, execution, and management of Service Level Agreements (SLAs), Memorandum of Agreement/Understanding (MOA/MOU), Inter-Agency Agreements (IAAs), and other relevant documentation.
- i. Developing artifacts that enable PMOD to respond to internal and external inquiries.
- j. Developing and updating a master schedule of staff that includes the portfolios and specific projects that they are supporting.
- k. Provide technical writing support for the creation of PMOD documentation.
- l. Providing administrative personnel support for the Executive Director and portfolios.

The contractor shall prepare PMOD Program Management Deliverables, such as IMS and other schedules, cost reports, performance reports, project review documents, action item reports, meeting minutes, status briefings, project plans and charters, SLAs, MOA/MOU documents, IAAs, and artifacts that enable PMOD to respond to internal and external inquiries and update as required in Section F (Section F, Deliverable 19).

### **C.5.2.4 SUBTASK 2.4 – PROGRAM DEPLOYMENT SERVICES**

The contractor shall provide system deployment and maintenance support for PMOD systems. This includes providing deployment planning technical expertise, coordinating field deployment activities with Federal, state, and local agencies, and overseeing the deployment execution for PMOD systems. Once the systems have been successfully deployed, the contractor shall inspect project sites and systems to assess and maintain adherence to design specifications, identify and resolve technical and sustainment issues, and surveil maintenance support activities.

Activities accomplished in support of Program Deployment Services shall be documented in the Trip Report (Section F, Deliverable 10) or Monthly Status Report (Section F, Deliverable 04).

### **C.5.2.5 SUBTASK 2.5 – ENTERPRISE ARCHITECTURE SERVICES**

The contractor shall provide expertise to achieve and maintain PMOD program alignment within DHS/CBP, system architecture, and technology standards, including defining a framework and/or structure of components and principles and guidelines. This includes the development of Performance Reference Model (PRM), Business Process Models (BPM), To-Be and As-Is Business Process Models, and performance measures/metrics for all programs as required in Section F (Section F, Deliverable 24). This also includes preparation for Enterprise Architecture reviews.

### **C.5.3 TASK 3 – TECHNICAL AND ENGINEERING SERVICES**

The contractor shall provide engineering support in the system acquisition and sustainment life cycle across the portfolios to help ensure the optimal systems and services are acquired, secured,

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and maintained to support the USBP mission. USBP employs a wide range of technology to meet the mission. The PMOD requires expert knowledge to support the Government Lead System Engineers (LSEs) to analyze stakeholder requirements, available technologies, and regulations to define, acquire, test, secure, and maintain compliant solutions while balancing risk factors due to cost, schedule, and technical performance.

### **C.5.3.1 SUBTASK 3.1 –TECHNICAL MANAGEMENT SERVICES**

The contractor shall assist the PMOD in the technical engineering management of the PMOD portfolio of programs, projects, demonstrations, and other efforts. The contractor shall apply systems engineering policies and processes that comply with DHS and CBP systems engineering standards and procedures, and provide support for the development of system engineering artifacts. This shall include:

- a. Providing SELC tailoring development and prepare the final SELC Tailoring Plan (TP).
- b. Providing support, development, and technical subject matter expertise on engineering documents as identified in the program/project SELC TP. This includes reviewing documents, conducting assessments, and providing briefings.
- c. Participating in program-level review boards, including engineering, configuration, risk, and test review boards.
- d. Providing technical risk assessments and mitigation strategies and options in accordance with the risk management process.
- e. Providing analysis and reporting to ensure the technical integrity of all technical baselines, as defined in DHS 102-01-001, Appendix B, and the CBP Program Life Cycle Process Guide.
- f. Providing technical coordination for all developmental tests and assessments.
- g. Collecting and evaluating technical information for use in market research and trade studies.
- h. Maintaining comprehensive awareness of the program's and contract's progress with respect to cost, schedule, and performance as an enabler to informed decision making.
- i. Supporting program leadership on technical developments, issues, and readiness to enter into SELC technical reviews, entry and exit criteria, and all program reviews.

The contractor shall prepare a SELC Tailoring Plan and update as required in Section F (Section F, Deliverable 20).

### **C.5.3.2 SUBTASK 3.2 – SOFTWARE ANALYSIS SERVICES**

The contractor shall provide software analysis support during the system acquisition and sustainment life cycle to support the requirements definition, evaluation, testing, and configuration management of software for PMOD programs and projects. The contractor shall not provide software development services under this Task Order. This software analysis task shall include:

- a. Evaluating software intensive programs and processes.
- b. Analyzing software requirements.

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- c. Conducting software design evaluations and construction reviews of work products submitted for PMOD programs and projects.
- d. Evaluating software test and evaluation work products submitted for PMOD programs and projects.
- e. Conducting evaluation and analysis of software maintenance, configuration management, engineering management and process development, tools and methods, and quality assessments.

The contractor shall prepare a Software Analysis Report and update as required in Section F (Section F, Deliverable 21).

### **C.5.3.3 SUBTASK 3.3 – TEST AND EVALUATION (T&E) SERVICES**

The contractor shall provide T&E support for testing of PMOD systems. Support involves the design and development of test processes and plans, execution of testing, and documentation of test results. This shall include:

- a. Recommending policy and procedures for the T&E Directorate, including T&E roles and responsibilities and T&E lexicon definition.
- b. Developing T&E artifacts for PMOD acquisitions.
- c. Developing Test Plans, Test Procedures, and Data Management and Analysis Plan for each test event.
- d. Developing Contract Data Requirements List (CDRLs) and Data Item Descriptions (DIDs).
- e. Developing Test Readiness Review (TRR) criteria.
- f. Conducting developmental T&E, integration testing, and assessment testing to verify technical performance.
- g. Conducting testing in the field, including execution of dry runs and runs for record. This includes test support for pilot projects and demonstrations.
- h. Conducting test site T&E support to include acquiring test support material and services as necessary to ensure continual and uninterrupted execution of test events.
- i. Setup and analysis of test data to ensure accurate and complete test evaluation. This includes test data collection, management, storage, and archiving.
- j. Analyzing hardware and software failures and recommendations to vendors of corrective action.

The contractor shall prepare and update Test Plans, Test Procedures, Data Management and Analysis Plans, CDRLs, DIDs, TRR criteria, Test and Evaluation Reports, Quick-Look reports, Operational T&E Reports, and Test Reports, as required in Section F (Section F, Deliverable 22).

### **C.5.3.4 SUBTASK 3.4 – CONFIGURATION, RISK, AND QUALITY MANAGEMENT SERVICES**

The contractor shall provide CM, Quality Assurance (QA), and Risk Management (RM) support and expertise to the PMOD. The services shall include:

- a. Complying with CM policy and guidance and supporting the PMOD at Configuration Control Boards (CCB).

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- b. Complying with and maintain policy and processes for a RM program within the DHS RM Framework.
- c. Complying with QA policy and guidance to include a focus on high quality standards like ISO9001, AS9100, and Capability Maturity Model Integration (CMMI).
- d. Providing continual process improvement methodology of RM, CM, and QA processes and procedures that includes the systematic use of measurement data.
- e. Developing a Quality Management Plan (QMP) that encompasses technical assessments and process management.

The contractor shall prepare and update a QMP as required in Section F (Section F, Deliverable 23).

### **C.5.3.5 SUBTASK 3.5 – COMMUNICATIONS, SENSOR, AND SURVEILLANCE ENGINEERING SERVICES**

The contractor shall provide technical and engineering support for the diverse communications, sensor, and surveillance systems contained within the PMOD portfolios throughout system acquisition and sustainment life cycle. The contractor support shall be cradle-to-grave and include requirements definition, design, evaluation, testing, and maintenance of communications systems. The contractor shall provide technical and engineering expertise on communications, sensors, and surveillance system designs, processes, interfaces, infrastructure, and supporting processes. This shall include:

- a. Spectrum management and studies for communications and surveillance sensors and frequencies.
- b. Network service requests for services from DHS-CBP OneNet or similar commercial services.
- c. Geospatial view-shed and Line of Sight (LOS) path engineering of communications and surveillance sensors.
- d. Wide-band wireless communications systems such as microwave.
- e. Broadband communications networks such as fiber-optics, Wi-Fi, Wi-Max, Long-Term Evolution (LTE) and Cellular 4G.
- f. Narrowband communications networks for systems such as Unattended Ground Sensors.
- g. Air-to-ground communications for airborne surveillance platforms.
- h. Agent-centric land mobile radio and relays.
- i. Sensor to communication integration and interfaces.
- j. National Telecommunications and Information Administration (NTIA) compliance and documentation development and analysis.
- k. Analysis of performance impacts and requirements development of communication and surveillance systems.
- l. Modeling and simulation of communication and surveillance system predicted performance.
- m. Ensuring the system design is accurately portrayed in the geographic lay-down.

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- n. Day and night cameras, seismic, Infrared (IR) and acoustic, magnetic, seismic, Electromagnetic Induction (EMI), Electrical Resistivity Tomography (ERT), laser range finder, laser designator, laser illuminator, and video ground sensors and sensor networks.
- o. Ground surveillance radar design and on-site performance including signal processing.
- p. Electro Optical (EO)/IR systems design and performance including signal and video processing.
- q. Remote sensing including airborne and space-borne sensing.
- r. The interaction of sensors with the real-world environment and prediction and measurement of resulting system performance.
- s. End-to-end video analysis including encoding/decoding algorithms and integration.
- t. Sensor-to-screen evaluation.
- u. Hyperspectral and multispectral imaging.
- v. Understanding the impacts of environmental conditions on the technology and mitigating in the acquisition of systems. This includes emissions and noise that could interfere with the technology such as electromagnetic and naturally occurring noise.

Activities performed in support of the Communications, Sensor, and Surveillance Engineering Services Subtask shall be reported in the contractor's Monthly Status Report (Section F, Deliverable 04).

### **C.5.4 TASK 4 – ENVIRONMENTAL PLANNING AND REAL ESTATE SERVICES**

The PMOD requires environmental planning and real estate support services in a due diligence and support capacity during the system acquisition and sustainment life cycle. The contractor shall help the PMOD ensure that proper environmental planning and real estate due diligence processes are followed. The CBP Office of Facilities and Asset Management (OFAM) will act as the final Government decision maker for Environmental and Real Estate transactions.

The current process for environmental planning and real estate due diligence services within the PMOD relies heavily on other offices within CBP. Currently, the PMOD performs planning and review activities for these processes, but is minimally involved in the actual creation of the documentation or performance of the planning or due diligence processes. As the PMOD matures as an organization, the vision is to perform a larger percentage of the environmental planning and real estate due diligence preparation work within the PMOD. The end goal of the PMOD would be to perform all of the work to present a complete package for the OFAM office to review and approve.

#### **C.5.4.1 SUBTASK 4.1 – ENVIRONMENTAL PLANNING SUPPORT SERVICES**

The contractor shall provide environmental planning support to the PMOD during the system acquisition and sustainment life cycle. This support includes the planning and review of categorical exclusions and environmental assessments, and providing advisory support on the process for obtaining environmental review and approvals from the relevant agencies and stakeholders. This support does not include directly performing environmental impact studies.

The contractor shall review environmental impact studies, National Environmental Policy Act (NEPA) compliance, State Historic Preservation Office (SHPO) cultural surveys, and tower site

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environmental, biological, and archeological assessments. The contractor shall ensure coordination of all activities associated with the environmental activities are appropriately scheduled and completed on time for geographic deployments to occur on schedule. The contractor shall analyze the potential effects PMOD programs/projects have on the environment and provide expertise to mitigate the effects to achieve the PMOD program goals.

The contractor shall prepare and update Environmental Planning Reports as required in Section F (Section F, Deliverable 25).

### **C.5.4.2 SUBTASK 4.2 – REAL ESTATE SUPPORT SERVICES**

The contractor shall provide real estate services support to the PMOD, including facilities planning and operational services for facilities owned, leased, or occupied by CBP personnel supporting PMOD programs. The contractor shall provide support for metes and bounds, title abstracts, Offer to Sell documents, condemnation letters, orders of possession, and settlement tracking. The contractor shall provide research through a real estate search and property information tool (e.g., CoreLogic, RedVision, First American, Data Tree, and U.S. Title Records) and support for operation of the tool. The contractor shall advise the PMOD on appropriate lead time for real estate acquisition and planning and facilities construction required to support PMOD. The contractor shall support the PMOD in the process to acquire land parcels either by lease, license, easement, or purchase. This includes supporting PMOD and OFAM in gathering data that may include providing legal description of the property, formal appraisal or market surveys, waiver valuation, title search, and title report. The contractor shall review real estate documents for quality and sufficiency.

The contractor shall prepare and update the Real Estate Reports as required in Section F (Section F, Deliverable 26).

### **C.5.5 TASK 5 – LIFE CYCLE LOGISTICS MANAGEMENT SERVICES**

The contractor shall provide Life Cycle Logistics Management support in the system acquisition and sustainment life cycle across the portfolios to ensure the optimal systems and services are acquired and maintained, assets are tracked and managed, and effective technical and operator training is provided to system users.

The contractor shall provide life cycle management and sustainment of PMOD-deployed systems. This support provides management of the products and systems after deployment. This shall include:

- a. Collecting, monitoring, and tracking deployed system performance.
- b. Identifying, reporting, and assisting with the resolution of operating and support deficiencies.
- c. Developing strategies to optimize system performance.
- d. Preparing for and participating in system CCBs and supporting the planning and implementation of system engineering changes.
- e. Providing input for the operations and maintenance budget formulation and reporting process for assigned systems and programs. This includes the Resource Allocation Plan (RAP), Congressional Justifications (CJs), funding allocation and tracking, system cost

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and performance measures, and development of other departmental and agency cost data reports.

- f. Preparing for and participating in technical interchange meetings. This includes developing briefing materials, meeting agendas, minutes, and tracking, to resolution, of any action items.

### **C.5.5.1 SUBTASK 5.1 – INTEGRATED LOGISTICS SUPPORT AND PLANNING SERVICES**

The goals of Integrated Logistics Support (ILS) are to create systems that last longer, require less support, and reduce overall life cycle costs. The contractor shall provide ILS expertise in the planning, development, implementation, and management of PMOD systems. The contractor shall provide ILS input in the development of requirements for new systems, in the review of current program documentation, during environment and real estate planning, in the system engineering process, and in the development of training documentation. This includes planning and conducting an Integrated Logistics Support Management Team (ILSMT), Integrated Logistics Support Working Group (ILSWG), and supporting CCB activities.

The contractor shall prepare and update the Life Cycle Logistics Support Plan as required in Section F (Section F, Deliverable 27 and Section F, Deliverable 28).

### **C.5.5.2 SUBTASK 5.2 – TECHNICAL AND OPERATOR TRAINING SERVICES**

The contractor shall provide support for the planning and development of technical and operator training for border enforcement technology systems in support of the PMOD Technical and Operator Training Team Lead. The contractor shall identify and provide requirements for training to be included in PMOD acquisition documentation for the system integrators to provide. The contractor shall coordinate with CBP training principles from technical and operator organizations in developing organizational strategic training plans and strategies to establish formal technical and operator training programs and artifacts. The contractor shall establish a training evaluation process to verify the effectiveness of the training. This support does not include directly providing the delivery of training.

The contractor shall prepare and update the Technical and Operator Training Report(s) as required in Section F (Section F, Deliverable 29).

### **C.5.5.3 SUBTASK 5.3 – ASSET MANAGEMENT AND LOGISTICS AUTOMATION SERVICES**

The contractor shall provide support for the management of the PMOD Asset Management Program. This includes operation of the Government asset management and maintenance system used for supply chain management, maintenance management, asset management, parts provisioning and optimization, staffing resource modeling, asset disposal, and system fault analysis. In support of Federal fiduciary requirements for asset accountability, the contractor shall provide support of the annual Federal inventory reporting and accounting and coordinate, schedule, and conduct physical inventories at selected CBP locations. This effort also includes reconciliation with the CBP property accountability system.

The contractor shall prepare and update the Asset Management and Logistics Report(s) as required in Section F (Section F, Deliverable 30).



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### **C.5.6 TASK 6 – METRICS, COMPLIANCE, AND BUDGET SERVICES**

The contractor shall assist the PMOD with metrics, compliance and budgeting services for the purposes of strategic and budgetary planning.

#### **C.5.6.1 SUBTASK 6.1 – PERFORMANCE, PLANNING, AND METRICS SERVICES**

The contractor shall assist in the central coordination for data management, quality assurance, performance measures/metrics, reports generation, and analysis on the PMOD programs and activities. In addition, the contractor shall assist in developing and maintaining the USBP PMOD strategic planning documents. The contractor shall provide data and support to PMOD when responding to requests for information from Agency Administration, OMB, Congress, and other stakeholders. This support shall include the following:

- a. Providing integrated program expertise for controlling, disseminating, and reporting on projects including compiling, analyzing, and reporting on status for all of the projects.
- b. Proposing new strategies and process improvements and the appropriate metrics and infrastructure support for these new strategies.
- c. Providing accurate and timely responses to high-profile border security reports.
- d. Monitoring and tracking program compliance and responsiveness to OMB, DHS, GAO, and Office of the Inspector General (OIG) guidance, findings, and reports and other Federal policies and regulations.
- e. Supporting and assisting with the dissemination and collection of data for all requests that are sent to the PMOD for response.

Activities performed in support of the Performance, Planning, and Metrics Services Subtask shall be reported in the contractor's Monthly Status Report (Section F, Deliverable 04).

#### **C.5.6.2 SUBTASK 6.2 – BUDGET AND FINANCIAL MANAGEMENT SUPPORT SERVICES**

The contractor shall assist PMOD in formulating and executing the program and project budgets, which includes planning, programming, budgeting, and accountability. Additionally, the contractor shall assist PMOD in cost and schedule management, funds execution and accounting, and financial management. Support shall include:

- a. Providing analysis and reporting to ensure the efficient, timely, and effective implementation of program budget formulation, OMB Exhibit 300 formulation, and program cost baselines, contractor cost baselines, and financial execution (e.g., RAPs, CJs, Spend Plans, etc.).
- b. Providing analysis and data to the PMOD to ensure the alignment of budgets with strategic and programmatic goals and adherence to fiscal guidance and DHS and CBP budget policy.
- c. Providing capitol asset planning and business case development to support the PMOD.
- d. Providing INVEST support and compliance. (INVEST is a software tool to support the compiling, managing, and reporting of DHS major acquisition investments for internal and external reporting to GAO, OMB, DHS, and Congress).

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- e. Developing, reviewing, and implementing project-level spend plans, and conducting regular and recurring reviews of PMOD resource utilization to identify issues that might impact the program's overall objectives.
- f. Developing and preparing routine, periodic reports on the allocation, status, tracking, commitment, obligation, and expenditure of funds.
- g. Preparing and processing funding documents, identifying program funding variances, recommending appropriate reprogramming actions and/or corrective actions, and reporting reconciled status of funds.

Activities performed in support of the Budget and Financial Management Support Services Subtask shall be reported in the contractor's Monthly Status Report (Section F, Deliverable 04).

### **C.5.6.3 SUBTASK 6.3 – COST ESTIMATING SUPPORT SERVICES**

The contractor shall provide cost estimating support (analysis, models, research, and documentation) to develop LCCEs, Independent Government Cost Estimates (IGCEs), individual project estimates, and other ad hoc estimates as required. These estimates will support the Program Office's contract award process, budgetary cycle inputs, investment decisions, and other program products and requirements to provide cost information to Congress, OMB, and other-stakeholders.

The contractor shall participate in program meetings and technical interchanges to remain current with program requirements. All estimates shall be thoroughly developed and documented and adhere to DHS Headquarters and GAO Cost Assessment Guide standards to facilitate Government review, third-party replication and validation, and future updates or enhancements. The contractor shall participate in the review and reconciliation of other system contractor estimates. The contractor shall present the results of estimating support in a variety of formats such as verbal presentations, narrative reports, and briefing charts and shall participate in the development of yearly updates.

Activities performed in support of the Cost Estimating Support Services Subtask shall be reported in the contractor's Monthly Status Report (Section F, Deliverable 04).

### **C.5.7 TASK 7 –ADDITIONAL AS-NEEDED SUPPORT SERVICES (OPTIONAL)**

The PMOD has a responsibility for providing rapid responses to the dynamic USBP mission requirements as they arise and in response to domestic and global events. The contractor shall provide specialized support as described in Tasks 1 through 6. Additional support requirements are variable in length and level of effort. Task 7 support services requirements and deliverables are described in Tasks 1 through 6, are within the scope of this TO, and may require additional personnel to meet the requirement.